Core Strategies and Management Systems

We aim to:

- Help the police understand the need for and value of central ‘core’ strategies
- Support senior police officers to improve their knowledge and experience of how to develop strategies
- Embed the theory and practice of developing and rolling out strategies that include management and accountability mechanisms in the police
- Help the police develop and implement policing strategies at national, state and divisional levels

We are working to:

- Support the police to develop core strategies in selected policing areas, such as Media, Intelligence Led Policing, Community Policing, Investigation Management, and others
- Support the police to rollout the strategies through implementation plans and management systems
- Develop the skills of the police at the federal level so that strategies can be articulated to all command levels for effective service delivery and accountability
- Encourage replication of the strategic development process to all policing areas by embedding the processes into police training and development systems

Why:

- There is a general public dissatisfaction with policing services in Nigeria. A strategic approach to key policing areas will help the police deliver better and more accountable services
- Consultations with a range of stakeholders: Nigeria Police Force, Public Service Commission and Ministry of Police Affairs demonstrate the need to strengthen policy capacity within the police

How:

- Training on how to develop viable strategies, management and oversight systems
- Assistance in developing selected ‘key’ strategies
- Support to ‘operationalise’ the strategies through the development of implementation plans and other processes

How we are achieving impact

Who we work with

Nigeria Police Force (NPF)

How we engaged them

- Review of current police practices, management structures and policies in order to identify gaps and areas for improvement
- Conference on ‘reconnecting with our communities’ for all Commissioners of Police to get buy-in on the need for NPF strategies
- Developed a tool to guide the process of developing operational and administrative strategies
- Training:
  - Intelligence: 110 police officers participated in the intelligence analysis workshops in three locations - Abuja, Enugu and Ibadan
  - Strategy formulation: Two-day trainings, held monthly, for 24 officers drawn from the 7 departments at the police headquarters
  - Project management: Three-day training held for the change management team
  - Leadership skills: For Assistant Inspector Generals and Commissioners of Police at the headquarters
- Support and advice on encouraging a partnership approach in decision making to the Inspector General of Police and Deputy Inspector Generals of Police

Police Service Commission (PSC)

Provided suggestions and recommendations to the ongoing police reform
Getting Results

**Facts and Figures**

Number of police strategies formulated and adopted (Federal)

<table>
<thead>
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<th>Strategies</th>
<th>2012*</th>
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<th>2014</th>
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*Three strategies: (1) Media, (2) Counter-Terrorism and (3) Intelligence Led Policing

**Spotlight on Gender**

- Gender issues are being addressed in the training and written into the development of all core strategies developed throughout the project
- The recent strategy developed on diversity focuses on equality, and addresses issues of discrimination in all its forms

**What they have done as a result**

- Created a technical working group mandated to develop and review police strategies
- Created a Change Management Team mandated to review the report on the reorganisation of the NPF and make recommendations to the IGP

**What they said**

“Today is about rebuilding a core fundamental infrastructure of policing, known as Community Policing. This is an effective and accountable tool that reduces crime, ensures respect for our communities and provides us the opportunity to earn the trust of the public we are charged with protecting.” Inspector General of Police, M. D. Abubakar (at the Connecting with our Communities conference in July 2012)

“The usefulness of the workshop is enormous especially for transforming old mental maps or paradigms and creating innovative strategies that are ‘outside the box’ of conventional thought.” Mohammed U. Gumel, Investigation Bureau, Headquarters, Abuja (at the Connecting with our Communities conference in July 2012)

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Justice for All: Making a difference
Nigeria Police Force: Developing core strategies and management structures

The principle of the ‘5 Ps’ – Prepare, Pursue, Prevent, Protect and Participate is teaching me to be a better planner in my terrorism investigation work.”

Name: Oludotun Odubona, Superintendent, Nigeria Police Force
Profile: Officer in-charge of Investigations under the Counter Terrorism Department. Participated in the drafting of the counter terrorism strategy through various trainings and consultations organised by Justice For All

The story so far:
As a result of the recent security developments in Nigeria, J4A worked with the Nigeria Police Force to develop a counter terrorism strategy. The strategy aims to enable the police to deliver policing services that will improve the safety and security for all inhabitants of the country. In January 2012, 25 officers participated in a three-day workshop that provided an introduction to strategy development. The training was followed by a second workshop in February 2012 to complete the drafting and validate the strategy.

According to Olutodun, “The training has made me a better manager. I am already applying some of the learning I have received. The principle of the ‘5 Ps’ – Prepare, Pursue, Prevent, Protect and Participate is teaching me to be a better planner in my terrorism investigation work. I am now able to draft a security plan (what the Police call an operation order) for activities and institutions; something I was not confident to do before.”

What happens next?
The counter terrorism strategy was approved by the senior management of the Nigeria Police Force. We are working with the police to implement the strategy and monitor its effectiveness.

“...It has opened my eyes to the need for change in the way we work in the Force.”

Name: Patience Adegoke, Criminal Investigation Department (CID) Headquarters (Abuja)
Profile: Patience is a member of the Nigeria Police Force Technical Working Group (TWG), an initiative inspired by the Justice For All Programme that is mandated to develop and review all police strategies.

The story so far:
The Technical Working Group was created to support the strategic development process within the Nigeria Police Force. The working group is made up of 27 officers (three from each department).

According to Patience, “Being a member of the Technical Working Group it has opened my eyes to the need for change in the way we work in the Force – we need to be strategic so that cracks in the foundation of the Force are rebuilt and re-enforced through the knowledge we are receiving. This can be done through the development of strategies and I am glad that the current Inspector General of Police is in full support of this.”

What happens next?
The Technical Working Group is currently working to complete the fleet management strategy, which focuses on the distribution, usage and disposal of police vehicles to encourage accountability and responsible usage. Other strategies in development include: communications, operations and human resources.